



County of Los Angeles  
**CHIEF ADMINISTRATIVE OFFICE**

713 KENNETH HAHN HALL OF ADMINISTRATION • LOS ANGELES, CALIFORNIA 90012  
(213) 974-1101  
<http://cao.lacounty.gov>

DAVID E. JANSSEN  
Chief Administrative Officer

November 30, 2006

To: Mayor Michael D. Antonovich  
Supervisor Gloria Molina  
Supervisor Yvonne Burke  
Supervisor Zev Yaroslavsky  
Supervisor Don Knabe

From: David E. Janssen  
Chief Administrative Officer

Board of Supervisors  
GLORIA MOLINA  
First District

YVONNE B. BURKE  
Second District

ZEV YAROSLAVSKY  
Third District

DON KNABE  
Fourth District

MICHAEL D. ANTONOVICH  
Fifth District

**DEPARTMENT OF COMMUNITY AND SENIOR SERVICES MANAGEMENT  
APPOINTMENT**

Consistent with the August 4, 1998 Board-approved policy on managerial salaries, we have reviewed and recommend Board approval of the Department of Community and Senior Services (CSS) attached request for the appointment of Mr. Otto Solorzano to the position of Chief Deputy Director, CSS (UC) at an annual salary of \$128,994 which is above the control point of R14 of the Salary Structure. The requested salary reflects a 10.0 percent increase from his current salary of \$117,267 annually, and represents 15% more in salary per month than the salary of his highest paid subordinate, the Assistant Director, CSS.

Mr. Solorzano is currently an Assistant Director at CSS, serving as the Departments Administrative Deputy. He is highly qualified with over 15 years of progressively responsible County experience, including over ten years at the Department of Public Social Services where he was responsible for directing and overseeing the departmental budget in excess of \$3 billion. As the Administrative Deputy at CSS, his various responsibilities have provided him a rich perspective that can be applied in addressing various Department activities as well as community needs.

Each Supervisor  
November 30, 2006  
Page 2

Based on this information, we recommend that the Department's request be approved. In accordance with the policy on managerial salaries, please advise this office if you would like this request placed on the upcoming agenda for Board action. Unless otherwise instructed by December 11, 2006, we will authorize CSS to proceed with this appointment.

Please contact me if you have any questions or need additional information.

DEJ:SRH:DL  
GP:DS:lbm

Attachment

c:     Executive Officer, Board of Supervisors  
       County Counsel  
       Director, Department of Public Social Services

# 32

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COMMUNITY AND SENIOR SERVICES  
OF LOS ANGELES COUNTY

3175 WEST SIXTH STREET • LOS ANGELES, CA 90020-1708 • (213) 637-0798 (213) 380-8275 FAX

BOARD OF SUPERVISORS

GLORIA MOLINA  
YVONNE B. BURKE  
ZEV YAROSLAVSKY  
DON KNABE  
MICHAEL D. ANTONOVICH

CYNTHIA D. BANKS  
Director

*"To Enrich Lives Through Effective And Caring Service"*

**REVISION**

November 15, 2006

To: David Janssen  
Chief Administrative Officer

From: Cynthia D. Banks *CDB by SMW*  
Director

Subject: **APPOINTMENT OF CHIEF DEPUTY DIRECTOR, COMMUNITY AND SENIOR SERVICES**

As you may be aware, I have been actively recruiting a qualified candidate to appoint as Chief Deputy Director (Unclassified) for Community and Senior Services (CSS). I began actively recruiting for this position in July 2006 and as a result, I have identified Otto Solórzano as the candidate I believe to be the most qualified and suited to serve in this capacity.

Mr. Solórzano is currently an Assistant Director with CSS, serving as the Administrative Deputy. He possesses more than 15 years of progressively responsible County experience of which the last ten years he has been responsible for directing a departmental budget in excess of \$3 billion (see attached resume). As the Administrative Deputy, his various responsibilities have provided him a rich perspective that can be applied in addressing various Department activities as well as community needs.

It is my intention to appoint Mr. Solórzano effective December 1, 2006, to MAPP Range 14, with a salary of \$128,993.70, which is an increase of 10 percent. This salary placement is within the third quartile of the salary range for this position and represents an approximate 6.8 percent difference in salary from my current salary as Director, and an approximate 15 percent difference in salary from the highest paid subordinate (Minh-Ha Nguyen, Assistant Director)

In conjunction with your approval process of the salary with each Supervisor, I would appreciate if you would, on my behalf, offer each Supervisor the opportunity to meet with Mr. Solórzano prior to final appointment.

Thank you for your attention to this matter. If you have any questions or require additional information, please contact me directly at (213) 637-0798, or your staff may contact Stacey M. Winters, Interim Personnel Officer, at (213) 738-2604.

CDB:SMW

Attachment

# OTTO SOLÓRZANO

## OBJECTIVE

Assistant Director of Public Social Services

## EXPERIENCE

2005-2006      Community and Senior Services      LA County, CA  
3175 West Sixth Street #206, Los Angeles CA 90020

*Assistant Director, Administration. Salary \$115,000*

- Oversees a staff of 136 employees through 7 subordinate managers in the administration of Finance, Contracts Management & Monitoring, Human Resources, Information Technology, Strategic Planning, Purchasing and Internal Support Services.
- Primary responsibility for leading CSS' efforts to standardize the contract process and ensure that the Standard Terms and Conditions, Program Requirements and Statements of Work meet County and State requirements.
- Managed the re-organization of CSS' financial operations in order to increase program oversight, and comply with state and federal requirements.
- Managed the development of a strategic plan that involves the input of various stakeholders in the Department and is consistent with the County's overall strategic plan.

2000-2005      Department of Public Social Services      LA County, CA  
12860 Crossroads Parkway South, City of Industry, CA 91746

*Chief Financial Officer, Salary \$96,800*

- Managed a \$3.2 billion budget through 8 subordinate managers which include 2 Program and Fiscal Manager, 11 Systems Supervisor III and 5 managers at the ASM III level.
- Managed the following functions: Budget Policy, Planning and Control, Accounting, Claiming, Auditing and Internal Control, and Information Technology Systems.
- In the absence of Bureau Director, served as backup in managing and overseeing the day-to-day operations of Human Resources, Contract Management, and General Services.
- As the Chief Financial Officer of the largest locally operated welfare agency in the nation with over 12,000 employees, reviewed and approved the submission of Board Letters and correspondence to the Board as well as new contracts and/or amendments.
- Primary responsibility for the development of Budget policy and spending plans to support the efficient distribution of funds throughout the Department as well as the establishment of fiscal and accounting controls, and the prompt claiming of revenue to the State.
- Managed a team of auditors to ensure the department's compliance with County, State, and federal regulations.
- Directed, through subordinate managers, a section of data system analysts, programmers and consultants in the implementation of Oracle Enterprise Resource Planning (ERP) systems modified to address DPSS' automation

needs in the areas of budgeting, claiming, item control, inventory and fixed assets.

- Directed, through subordinate managers, the development of systems and process improvements throughout the division to ensure the most efficient processes are implemented in administrative functions as well as line operations.
- Coordinated with other managers the implementation of Performance Counts!

1996–2000                      Department of Public Social Services                      LA County, CA  
*12860 Crossroads Parkway South, City of Industry, CA 91746*

***Budget Director (Administrative Services Manager III), Salary \$80,000***

- Managed over 30 employees through 6 direct subordinate managers at the level of Administrative Services Manager II.
- Directed the management and control of a \$3.2 billion budget and the development and implementation of budget priorities.
- Directed the projection of caseloads for the various programs administered by the Department as well as the completion of Prop A analyses.
- Directed the review of all contracts to ensure their compliance with County, State and Federal regulations.
- Established IT systems to automate financial processes and increase levels of control and efficiency.
- Liaison to the Board of Supervisors on budgetary issues.

1994–1996                      Chief Administrative Office                      LA County, CA  
*500 W. Temple, Los Angeles CA 90012*

***Management Analyst - CAO, Salary \$60,000***

- Analyzed budget requests for the Department of Public Social Services, Community and Senior Services, Agricultural Commissioner and Regional Planning.
- Prepared recommendations for expenditure levels and recommended budget adjustments during the fiscal year.
- Evaluated policy changes and other actions referred by the Board or requested by Departments to be approved by the Board of Supervisors.
- Analyzed the effect of proposed legislation to determine the effect on County operations, costs and revenue and recommended legislative positions, including amendments to conform legislation to County needs.
- Researched and developed resolutions to issues raised in correspondence received by the CAO or referred by the Board of Supervisors.

1993–1994                      Department of Public Social Services                      LA County, CA  
*12860 Crossroads Parkway South, City of Industry, CA 91746*

***Budget Supervisor (Administrative Services Manager II), Salary \$50,000***

- Managed a small staff of budget analysts at the level of Administrative Services Manager I charged with establishing budgeting strategies to plan and control departmental expenditures in the In-Home Supportive Services Program (IHSS), Greater Avenues for Independence (GAIN) and overall

expenditures in Services and Supplies.

- Utilized re-engineering principles to streamline the flow of critical budgetary information.

1992-1993      Department of Public Social Services      LA County, CA  
2040 W. Holt Avenue, Pomona CA 91768

***Deputy District Director, Salary \$42,000***

- Managed over 16 Eligibility Supervisors and over 150 Eligibility Workers and clerical staff in the delivery of services in the Medi-Cal, AFDC and General Relief programs.
- Received a productivity award from the L.A. County's Productivity Commission for designing an appointment system that speeds the processing of clients through welfare offices. DPSS adopted this system throughout the Department.
- Appointed to redesign the flow of information in welfare offices to optimize automation. Redesigned business processes for the former Aid to Families with Dependent Children, Medi-Cal and Food Stamp programs to achieve significant increases in performance with the implementation of the Los Angeles Eligibility and Determination, Evaluation and Reporting System (LEADER).

1990-1992      Chief Administrative Office      LA County, CA  
500 W. Temple, Los Angeles CA 90012

***Management Trainee - CAO, Salary \$36,000***

- Completed a formal program offering professional experience and insight into the management of a large and diverse governmental jurisdiction.
- Worked at the Auditor-Controller to review the internal controls of various county departments and evaluated automation contracts with consulting companies.
- Worked at the Department of Health Services to develop statistical and operational analyses to speed the flow of outpatient services at County USC Medical Center.

## EDUCATION

1988-1990      New York University      New York, NY  
M.P.A., Public Finance and Financial Management

1982-1984      Wheaton College      Wheaton, IL  
M.A., Communications

1978-1982      Asbury College      Wilmore, KY  
B.A., Philosophy

## **MAJOR ACCOMPLISHMENTS**

### **Department of Community & Senior Services:**

Centralized all Contract Management Functions in order to streamline the contract process and standardize all contract documents.

Obtained an additional \$1.2 million to reorganize CSS' financial management operations. Successfully worked with the Chief Administrative Office, the Auditor-Controller and the Department of Human Resources to obtain funding and recognize an additional 14 positions.

Established a new cost allocation system to support the expenditures billed to State and federal grants.

Implemented a reporting system to provide contract & financial information to managers and contractors that do business with the Department.

### **Department of Public Social Services:**

Managed the greatest expansion in funding and staffing in 40 years and guided the Department's finances to meet the new regulations established by the enactment of Welfare Reform.

Implemented an Item Control System using Oracle technology to provide immediate access to vacancy information for specific positions, employee information for historical, current and future timeframes, attrition information across any period, organization roster, pay-class positions, encumbrances, and in-class and out-of-class positions, current salary and step information.

Implemented an automated Financial General Ledger system to provide a consolidated repository of all DPSS accounting data, provide immediate and accurate custom reports such as revenue, expenditure, balance sheet, encumbrances and financial status information based on both the County and State's accounting methods.

Implemented an automated Random Moment Time Study (RMTS) system that provides immediate access to the distribution of staffing to each program. This system expedites the completion of the State claim and helps budget analysts monitor expenditures at the County level.

Implemented a Public Sector budgeting modules which is linked to the general ledger and the Human Resources modules to provide immediate access to budgeting reports, define revenue projections and the associated net County dollars needed to sustain the Department. This new budgeting system eliminated the budget analyst's reliance on spreadsheets and manual processes to track and control expenditures.

Implemented a Bureau Portal to electronically share information across and within the various levels of management to improve overall communication and provide an easy central access to all material published. The portal provides full integration with the existing financial systems.

## **MAJOR ACCOMPLISHMENTS (CONTINUED)**

Established an auditing function within DPSS and centralized the review of the Internal Control Certification Program to ensure compliance with County regulations.

Established a Management Services Section within DPSS to streamline functions, recommend process improvements and perform systems and work measurement analyses.